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LESSONS LEARNED PROCESS IMPROVEMENT TEAM



SELLS Meeting
October 17 -19, 2000
Boston, MA

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Purpose

- SELLS Executive Committee commissioned a Process Improvement Team (PIT) to review the current process for sharing lessons learned and make recommendations for improvement.

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Focus

- The SELLS Executive Committee requested the PIT address four issues:
 - Barriers to sharing lessons learned
 - Lessons learned feedback
 - Redundant lessons learned
 - Lessons learned utilization

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Participants

- Theresa H. Beall, DOE Nevada Operations Office
- John Bickford, Fluor Hanford, Inc.
- Patti Johnson, Battelle, Pacific Northwest National Laboratory (PNNL)
- Joe Marek, West Valley Nuclear Services Co., Inc.
- Terry Pierce, Bechtel Babcock Wilcox Idaho (BBWI) - Lead
- Bill Rue, Booz Allen & Hamilton
- Gloria Skogley, CH2MHill Hanford Group
- Dawn Starrett, Bechtel Nevada
- Tommy Wall, Duke Engineering

Barriers to Sharing Lessons Learned

- Challenges:
 - LL currently generated by many reliable sources are not shared via DOE LL program
 - The current format presents a barrier to access; information is more valuable than its format
 - Not all DOE reporting programs disseminate lessons learned via the DOE LL Program.

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Barriers to Sharing Lessons Learned

- Recommendation:
 - Provide flexibility in the template format to ensure information is disseminated
 - Minimum template :
 - Title
 - Date
 - Identifier
 - Priority Descriptor
 - Contact
 - Authorized Derivative Classifier
 - UCNI Reviewing Official
 - Information - may be a URL for accessing the document or the document in its entirety

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Lessons Learned Feedback

- Challenge:
 - There does not appear to be an ongoing feedback mechanism to establish individual users' information needs and to further implement the results throughout SELLS for process improvement.

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Lessons Learned Feedback

- Recommendations:
 - Feedback mechanisms for various aspects of the lessons learned process need to be developed.
 - A core group of individuals to:
 - Respond to lessons learned feedback mechanisms, e.g., surveys
 - Analyze feedback mechanism results and implementation of suggestions (if any)
 - Distribute results from lessons learned feedback mechanisms for use by site representatives

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Lessons Learned Feedback

- Recommendations (continued):
 - A schedule for recurring feedback mechanisms
 - Mechanisms for customer feedback in response to individual lessons sent
 - Documentation and accumulation of results so they can be used to analyze the effectiveness of the program

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Redundant Lessons Learned

- Challenges:
 - Users of lessons learned information often receive the same or similar information from multiple sources within the DOE complex.
 - Leads to:
 - Redundant and repetitive information from same incident
 - Information from originating entity's perspective
 - Confusing information that is counterproductive for users
 - Duplication of effort to respond to repetitive inquiries
 - Responses that are of low-value to the end-user

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Redundant Lessons Learned

- Recommendation:
 - A cross discipline committee needs to be appointed to study the information flow and agency needs, and to determine if a consolidated information supply stream can be created for the end user.

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Lessons Learned Utilization

- Challenges:
 - Frequently, people do not effectively use lessons learned information after it is received.

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Lessons Learned Utilization

- Recommendations:
 - Improve employee involvement by targeting line workers for rewards and recognition.
 - Revise DOE-STD-7501-99, The DOE Corporate Lessons Learned Program.

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Lessons Learned Utilization

- Suggested revisions to DOE-STD-7501-99:
 - Work with responsible line managers to identify the relevant business processes, tools, and training that could use the lessons learned to improve their performance
 - Tailor lessons learned to make it relevant to the business, process, job, person
 - Facilitate retrieval of pertinent information when it is needed

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Lessons Learned Utilization

- Suggested revisions to DOE-STD-7501-99:
 - Ensure that provisions for using lessons learned are consciously built into business plans and measurement systems as a source of input for continuous improvement of systems, processes, and staff training
 - Develop a culture where sharing is expected
 - Develop a good feedback mechanism so it is apparent when lessons learned are used

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Next Steps

- SELLS should send a letter to appropriate DOE management recommending they:
 - Establish a central organization for managing lessons learned
 - Provide funding to support site and DOE HQ Lessons Learned Programs
 - Develop strong management support for lessons learned at all levels
 - Strengthen the driving force behind lessons learned